



This is a draft chapter. The final version is available in *A Research Agenda for International Entrepreneurship* edited by Christian Felzensztein, Sascha Fuerst, published in 2023, Edward Elgar Publishing Ltd

<https://doi.org/10.4337/9781803925691>

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International Entrepreneurial Marketing in the Digital Era

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Abstract

International entrepreneurial marketing is a powerful marketing practice for international firms, and literature has argued that it is an important yet often neglected driver of successful entrepreneurial internationalization. Marketing approaches globally have been transformed through digitalization in both research and practice, yet literature has provided little knowledge on the application of international entrepreneurial marketing in the digital era. This research thus describes the role and importance of international entrepreneurial marketing for future research agenda in international entrepreneurship, by developing a conceptual framework and by positing that international entrepreneurial marketing influences positively the international digital marketing strategy of entrepreneurial firms. The study helps in integrating literature on international marketing and digital international entrepreneurship, thus contributing to international entrepreneurship. The present study outlines the main arising theoretical and managerial implications and considers the ways in which the present study paves the way for future research on international entrepreneurial marketing in international entrepreneurship.

Keywords: international entrepreneurial marketing; international entrepreneurship, digitalization, degree of digitalization, digital marketing strategy

INTRODUCTION

The digital transformation of global business and societies worldwide provides substantial growth opportunities for international entrepreneurship. However, to achieve future economic growth, international entrepreneurial firms need to actively engage in digital transformation in the global marketplace and proactively engage in international marketing activities (e.g., Vadana et al., 2019). Accordingly, firms need to conduct more innovative and entrepreneurial marketing to be more successful in international business (see Yang, 2018). International entrepreneurial marketing is a powerful marketing practice for international firms to be innovative and proactive when operating in conditions of uncertainty (Hallbäck & Gabrielsson, 2013; Hills, Hultman & Miles 2008; Yang & Gabrielsson, 2017). However, international entrepreneurship literature has until now not considered the implications of international entrepreneurial marketing in the digital era of today, an omission which, if addressed, can help in shaping the future research agenda in international entrepreneurship pertaining both to digitalization and international marketing.

It is not known, for instance, how international entrepreneurial marketing links with the international digital marketing strategy of firms. This is a notable omission in the international entrepreneurship domain of literature, since entrepreneurial internationalization is increasingly a digitalized phenomenon (Monaghan et al., 2020), a phenomenon where marketing has a key role (Vadana et al., 2021). Especially small rapidly internationalizing firms, being resource constrained by nature, are required to approach marketing from creative and improvisational approaches (Mort et al., 2012; Ibeh et al., 2019). Based on the resource-based view of the firm (Barney, 1991; Nason & Wiklund, 2018; Peteraf, 2003), we posit that the role of international entrepreneurial marketing is emphasized for small firms engaging in entrepreneurial internationalization in particular. For these reasons, we in this chapter outline how international entrepreneurial marketing can be a highly potential concept for the future research agenda in the international entrepreneurship domain. This chapter focuses in particular on illustrating international entrepreneurial marketing under the digital environment and its outcomes in international digital marketing strategy. In doing so, we develop a conceptual framework incorporating international entrepreneurial marketing into the international marketing strategy of entrepreneurial firms while accounting for both the intensity and diversity of their digital environment. The development leads us to posit propositions that future research in international entrepreneurship will be able to test empirically. The chapter then outlines the arising theoretical and managerial implications for future research on international entrepreneurial marketing in the digital era.

The chapter is organized as follows. First, we review the literature in international entrepreneurial marketing, international digital marketing strategy, and digital environment. Next, propositions are developed and illustrated in the conceptual framework. Finally, we discuss the theoretical contributions, practical implications, and outline the main arising directions for future research.

INTERNATIONAL ENTREPRENEURIAL MARKETING

Although marketing and entrepreneurship are closely integrated in practice, they have largely progressed within their own disciplinary boundaries with limited cross-disciplinary fertilization (Webb et al., 2011). However, they both emphasize the importance of opportunity, innovation, creativity, proactiveness, and flexibility (Carson, 2010; Gilmore et al., 2013). Entrepreneurial marketing has been a fruitful focus for research since the 1980s as an emerging school of marketing thought (Crick et al., 2020; Hills, 1987; Morris et al., 2002; Whalen et al., 2016). The concept of entrepreneurial marketing has been evolving, yet there remains no consensus on its definition in the literature (Crick, 2019; Eggers, Niemand, Kraus, & Breier, 2020; Sakiku-Dushi, Dana, & Ramadani, 2019). Table 1 presents some selected definitions of entrepreneurial marketing in the extant literature.

(Take in table 1)

There are four major perspectives regarding the conceptualization of entrepreneurial marketing. The first perspective emphasizes the commonalities of entrepreneurship and marketing. It considers entrepreneurial marketing as relationships and networks in small business marketing. Scholars observe how small firms make decisions and operationalize marketing activities (Carson, 1985; Carson & Coviello, 1996; Carson & Gilmore, 2000). The second perspective views entrepreneurial marketing as entrepreneurship in marketing. It focuses on using marketing processes to leverage innovation to recognize and exploit new opportunities (Hills, 1987; Miles et al., 2015; Morrish & Jones, 2020). Scholars investigate entrepreneurship issues through a marketing theoretical lens (Bjerke & Hultman, 2002; Carson et al., 1995). (3) The third perspective interprets entrepreneurial marketing as marketing in entrepreneurship. It views marketing as a function of entrepreneurship to

seek advantage and opportunity (Hitt et al., 2002). Scholars investigate marketing issues through an entrepreneurship theoretical lens (Bjerke & Hultman 2002; Carson et al., 1995). The combination of innovativeness, proactiveness, and risk-taking is evidence of entrepreneurial marketing at the corporate level (McDougall & Oviatt, 2000). An entrepreneurial marketing orientation encompasses the forces of a market orientation and an entrepreneurial orientation (Crick, 2019; Crick, Karami, & Crick, 2021), as well as a customer orientation and an innovation orientation (Jones & Rowley, 2011). The fourth perspective highlights the distinctive issues emerging from the combination of entrepreneurship and marketing, and defines entrepreneurial marketing as a unique concept: “*the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation*” (Morris et al., 2002, p. 5; Yang & Gabrielsson, 2017).

This research views international entrepreneurial marketing as a distinctive concept that exists in international entrepreneurial firms. International entrepreneurial marketing is here defined in line with the key literature as the proactive discovery or creation of market opportunities in international markets to acquire and retain customers through innovative approaches to risk management, resource leveraging, and value creation (e.g., Morris et al., 2002; Webster & Lusch, 2013; Yang & Gabrielsson, 2017). Guided by the existing literature, international entrepreneurial marketing consists of the following seven dimensions in the international context: proactive orientation, opportunity-driven, customer intensity, innovation-focused, risk management, and value creation (Blocker et al., 2011; Grönroos & Voima, 2013; Hallbäck & Gabrielsson, 2013; Morris et al. 2002).

The research on international entrepreneurial marketing is still in its infancy yet has significant potential for research on rapidly internationalizing firms such as born globals (Rennie, 1993;). Four key entrepreneurial marketing strategies in born globals have been identified: opportunity creation, customer intimacy-based innovative products, resource enhancement, and legitimacy (Mort et al., 2012). Another case study has suggested that international entrepreneurial marketing strategies consist of innovativeness in terms of value innovation, marketing co-creation, and low-cost marketing as well as adaptation to countries and customers in international markets. They can lead to superior marketing performance in resource-constrained firms, such as in international new ventures when there is a fit between the internal and external contingencies of the firm (Hallbäck & Gabrielsson, 2013). Moreover, scholars have developed a dynamic model of a marketing decision-making process and found that effectuation rather than causation can better achieve international entrepreneurial marketing in high-tech business-to-business international new ventures (Yang & Gabrielsson, 2017). This is an interesting finding when contrasted with findings on entrepreneurial internationalization highlighting the combinatory nature of causal and effectual decision-making (Asemokha et al., 2021; Crick & Crick, 2016).

A recent study by Crick et al. (2020) utilizes an effectuation lens to contribute to knowledge involving the entrepreneurial marketing practices of rapidly internationalizing firms. However, the existing research lacks knowledge of international entrepreneurial marketing in the digital environment. The dimensions of entrepreneurial marketing are described in table 2 below.

(Take in table 2)

DIGITALIZATION AND INTERNATIONAL ENTREPRENEURSHIP

International entrepreneurship research has for long pointed out that capabilities and resources related to digitalization enable small, young enterprises to internationalize (e.g., Arenius et al., 2005; Bell & Loane, 2010; Reuber & Fischer, 2011). Firms operate in a digital environment driven by the rapidly developing digital technologies. Thus, information asymmetries are significantly reduced between firms and their customers. Kanna and Li emphasize (2017) five main areas in the digital environment, each of which link directly to the international entrepreneurship domain.

First, customer behavior is greatly influenced by various digital technologies and devices (e.g., the internet, mobile, etc.), because they access to information from focused research provided by search engines and reviews from the internet community. Hence, customers can move through their purchase decision journeys in new ways compared with the offline environment (e.g. Haubl & Trifts, 2000; Shi & Zhang, 2014). As Wiltkop et al. (2018) note, the individual customer interface used by digital firms in particular impact their internationalization. Navigating the online-offline changes in customer behavior can thus be considered important for digitally oriented international enterprises such as born digitals (Vadana et al., 2019; Monaghan et al., 2020) specifically. For such firms, digitalizing their value chain activities may facilitate the re-use and mixing of the resources necessary for long-term international growth (Vadana et al., 2021), and through that digitalization born digitals may well be more successful post-COVID-19 pandemic than more traditional, less digitally enabled internationalizing enterprises (Torkkeli et al., 2021).

Second, social media and user generated content is an essential characteristic that differentiates the digital environment from the conventional offline environment. Customers can share and utilize word-of-mouth by posting reviews on various websites and social networks. This makes textual content marketing (e.g. Büschken & Allenby, 2016) and also influential individuals or companies in social media channels very important (e.g. Watts & Dobbs, 2007). For international new ventures, social media can provide firm specific advantages that enable them to develop capabilities to internationalize more successfully (Fraccastoro et al., 2021). Social media also has a relationship with international entrepreneurial orientation of firms (Freixanet et al., 2021), indicating its key role in the international entrepreneurship domain also beyond the specific types of highly digitalized firms such as born digitals.

Third, platform markets are facilitated in the digital environment, such those connecting individual customers with other individual sellers or firms (e.g., Amazon, Alibaba), those linking service users and providers from the idea of the “sharing economy” (e.g., Uber, Airbnb), and other type of innovative platforms such as crowdsourcing (Bayus, 2013). International strategies of platform firms necessitate differentiating between within-country and cross-country network externalities (Stallkamp & Schotter, 2021), with platform capabilities impacting both export marketing capabilities as well as overall export performance in internationalizing SMEs (Jean & Kim, 2020).

Fourth, search engines provide customers access to obtain free information on products, services, and solutions in the digital environment. Search engines are effective to identify high-value customers (Chan, Wu, & Xie, 2011)). For instance, the study by suggests that paid search advertising is more effective than offline advertising (Dinner, Van Heerde, & Neslin, 2014). Moreover, the influence of a paid search is more enduring than that of an email (Wiesel, Pauwels, & Arts, 2011). Future studies related to search engines will be stimulated by new developments in business modes as well as in technology, and marketing through search engines enables firms to conduct international marketing cost-efficiently. The use of search engines may be enhanced by the extent that internationalizing enterprises develop digital marketing capabilities (Wang, 2020), and gaining visibility in this way

can potentially lead small firms to be increasingly successful in their pursuit of international opportunities in internet-enabled markets. (Reuber & Fischer, 2011).

Finally, contextual interactions in the digital environment highlight the interactions between digital technologies and the contextual elements in the environment where a firm operates; for example, geography and location, laws and regulations on privacy, piracy, and censorship (Kannan & Li, 2017). These contextual elements vary across national borders, and thus since international entrepreneurship can by nature be seen as a phenomenon that constitutes value creation and growth in business organizations across national borders (McDougall & Oviatt, 2000), these aspects of the digital environment are also key for international entrepreneurship as a field.

INTERNATIONAL DIGITAL MARKETING STRATEGY

Digital marketing, also referred to as online marketing (e.g. Yamin & Sinkovics, 2006), internet marketing (e.g., Zugelder, Flaherty, Johnson, 2000), or e-marketing (e.g., Kalyanam & McIntyre, 2002), has evolved from a specific term describing the marketing of products and services through digital channels to a marketing approach to utilizing digital technologies to understand, acquire and retain customers (Financial Times, 2017). Based on the American Marketing Association's definition of marketing, scholars have adopted an inclusive perspective and defined digital **marketing** as *“an adaptive, technology-based process by which firms collaborate with customers and partners to jointly create, deliver, and sustain value for all stakeholders”* (Kannan & Li, 2017, p. 23). In Lamberton and Stephen's (2016) review, the authors have identified that digital marketing research has evolved from studying digital media shaping and facilitating buyer behavior (e.g., Lohse, Bellman, & Johnson, 2000), to consumers shaping digital marketing by word-of-mouth and networking (e.g., Trusov, Bodapati, & Bucklin, 2010), to the age of social media (Shriver, Nair, & Hofstetter, 2013; Toubia & Stephen, 2013). For digital marketing research going forward, the authors have called for advancement in studying collective behavior, regulation and digital consumer privacy issues, online and offline crossover, and mobile marketing theory development (Lamberton & Stephen, 2016).

Although digital marketing has achieved development in the marketing discipline, it has received less attention in international business (IB) research. Schlegelmilch and Sinkovics (1998) have suggested that the majority of all marketing activities will have to be international in the information age back in the 1990s. IB scholars have suggested the Internet is a powerful tool for internationalization especially for smaller entrepreneurial firms (Loane, 2006), and found that firms' online internationalization affects their psychic distance perception (Yamin & Sinkovics, 2006). In international marketing research, scholars have investigated the critical factors making international digital marketing effective include marketing strategy factors (e.g., strategic goal, integration of internet marketing, etc.), firms' internal factors (e.g., technological infrastructure, internal culture, etc.), website factors (design, language, etc.), and market factors (customer acceptance, security, and privacy, etc.) (Eid, Elbeltag, & Zairi, 2006). Greater internet-marketing integration strengthens the relation of competitor orientation and inter-functional orientation to marketing competencies in exporting firms (Prasad, Ramamurthy, & Naidu, 2001). It is only recently that IB and international entrepreneurship studies have started to consider the different aspects of digital marketing (e.g., Wang, 2020; Stallkamp & Schotter, 2021; Jean & Kim, 2020). However, the existing literature does not provide adequate knowledge of international digital marketing strategy regarding what extent digitalization should be adopted and whether it should be adapted in different foreign markets. We therefore posit that the international entrepreneurship domain of literature can benefit greatly from clearer integration of international digital marketing and international entrepreneurial marketing streams of literature. In the following section, we develop a conceptual model accompanied by three

propositions to guide future international entrepreneurship research toward international entrepreneurial marketing in the digital era.

PROPOSITION DEVELOPMENT

The resource-based view suggests that firms utilize their resources and capabilities to enhance performance; whereby, resources refer to tangible assets, such as technological hardware and financial capital, whereas capabilities refer to intangible knowledge and experience (Barney, 1991; Nason & Wiklund, 2018; Peteraf, 2003). International entrepreneurial marketing encourages firms to drive the market by addressing the future needs of customers in international markets (Jaworski, Kohli, & Sahay, 2000) and to recognize and pursue opportunities to influence the global marketplace (Blocker et al., 2011). Linking with the resource-based view, international entrepreneurial marketing can be leveraged as a set of resources and capabilities that serve the needs of international customers (Barney, 2001; Hunt & Morgan, 1995). Therefore, it encourages more digitalization as an innovative international marketing strategy that differs from conventional offline marketing strategy to gain a competitive advantage. Moreover, international entrepreneurial marketing focuses strongly on customers and interacting with individual customers to create more value for them and achieve profitable customer relationships (Ramani & Kumar, 2008; Ranjan & Read, 2016). In addition, firms need to manage the risks of marketing in foreign markets by being more flexible and agile with a strong customer orientation. Customer orientation is crucial for rapidly internationalizing small firms such as born globals, since it fosters their innovativeness (Kim et al., 2011) and helps them maintain their international growth as they mature (Andersson et al., 2020). The importance of the international entrepreneurial marketing approach to born globals and born digitals, in particular, is crucial, as it motivates more customization in international digital marketing strategy. This leads us to the first proposition:

Proposition 1: International entrepreneurial marketing has a positive influence on the degree of digitalization and the degree of customization of international digital marketing strategy.

Furthermore, the digital environment of a firm's business plays an important role in the firm's international digital marketing strategy. When there is a more intensive use of digital tools by potential customers, such as social media, search engines, and more intensive application of digital platforms by the market opportunities (Bayus, 2013; Watts & Dobbs, 2007), the digital environment of the business has greater intensity. Linking with the resource-based view, the intensity of the digital environment can help firms with relatively few resources in accessing new assets and opportunities not available to them should they would operate only in the offline environment (Crick et al., 2021; Vadana et al., 2021). The greater intensity in the digital environment strengthens the relationship between international entrepreneurial marketing and the degree of digitalization of a firm's international digital marketing strategy. Thus, the following proposition is formulated:

Proposition 2: With greater digital environment intensity, international entrepreneurial marketing has a more positive effect on the degree of digitalization of international digital marketing strategy.

Moreover, there are diverse contextual interactions in the digital environment, for example, language and cultural differences based on geography and location of foreign customers (e.g., Brannen, Piekkari & Tietze, 2017; Lin, Nguyen & Lin, 2013). It is also notable that legal and regulatory

differences affect the usage of digital channels (e.g., the censorship of Facebook, Twitter, and Instagram in China), preferences variations among different customer groups. Linking with the resource-based view, digital environment diversity assists resource-constrained firms to gain diverse opportunities and advantages that would be more challenging to access if they would operate in less diverse environment (e.g., Elia, Magherita & Passiante, 2020; Kraus et al., 2018). Hence, when digital environment diversity is higher, it is very likely that international entrepreneurial marketing triggers a greater degree of customization in international digital marketing strategy:

Proposition 3: With greater digital environment diversity, international entrepreneurial marketing has a more positive effect on the degree of customization of international digital marketing strategy.

The propositions developed are illustrated jointly in figure 1 below. The conceptual framework outlined in the figure provides a basis for international entrepreneurship scholarship, often criticized for being fragmented as a domain of research (Keuopp & Gassman, 2009; Peiris, Akoorie & Sinha, 2012; Baier-Fuentes et al., 2019), to integrate more firmly concepts from international marketing and digital entrepreneurship to its research corpus and theoretical development. The nature of the digital environment internationalizing entrepreneurial firms has a notable impact on their nature as international businesses (Monaghan, Tippmann & Coviello, 2020) and digital marketing activities and strategy are important factors to consider in value chain digitalization of internationalizing enterprises (Vadana et al., 2019). Such a framework thus has potential for future research agenda in international entrepreneurship in several ways, which we discuss next in the concluding section.

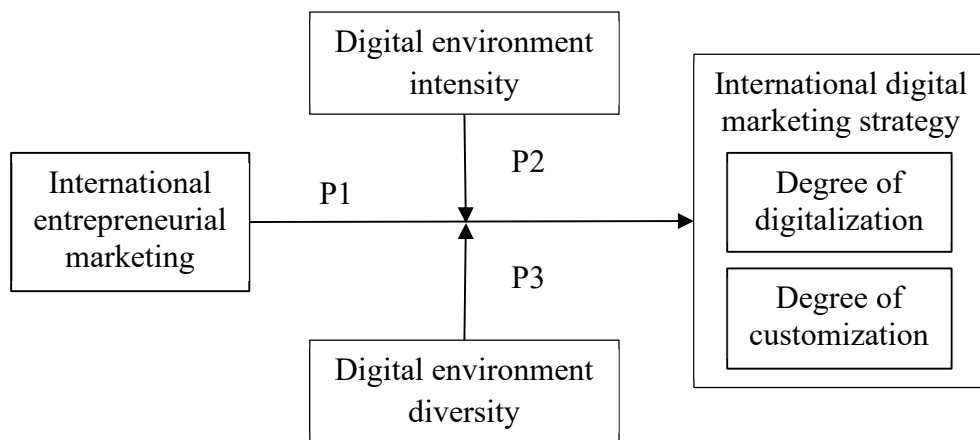


Figure 1. Conceptual framework of the study.

CONCLUSION AND FUTURE RESEARCH

This chapter leads to improved conceptualizations of international entrepreneurial marketing in the digital era. The chapter calls for future studies in entrepreneurial marketing in IB and recommends future research to develop a measurement for international entrepreneurial marketing to test the propositions developed in our framework. The framework suggests that international entrepreneurial

marketing has a positive impact on the digitalization and customization of international digital marketing strategy. Digital environment intensity strengthens such a relationship with the degree of digitalization, whereas digital environment diversity strengthens the relationship with the degree of customization. It builds on earlier research on the Internet and internationalization in international entrepreneurship (Loane, 2006; Yamin & Sinkovics, 2006; Vadana et al., 2019) and helps in setting the future research agenda in international entrepreneurial marketing in digital environments.

Considering our first proposition, future international entrepreneurship research should explore the following research questions: How is international entrepreneurial marketing conducted in different types of international entrepreneurship, for instance in international new ventures, born globals, born digitals, and, conversely, in more traditional and established international entrepreneurial firms? How does international entrepreneurial marketing trigger the use of digital means in international marketing strategy? How and when does international entrepreneurial marketing affect the customization of the digital marketing strategy by international entrepreneurs in different international markets? An important next step for future research would be to proceed towards testing the developed propositions empirically. For instance, we have proposed that international entrepreneurial marketing is expected to have a positive influence on the degree of digitalization and the degree of customization of international digital marketing strategy of firms. Considering that degree of digitalization does not have an unequivocal construct (e.g., Vadana et al., 2019), any future study could contribute by testing the proposition while also simultaneously developing a valid and reliable scale for degree of digitalization, which would contribute not only to international marketing and international entrepreneurship literature, but also to literature on digital entrepreneurship (e.g., Nambisan, 2017; Zaheer, Breyer & Dumay, 2019), where quantitative studies outlining the outcomes and contingencies of increasing degrees of digitalization in companies activities and throughout their value chain could help in developing that stream of literature empirically and to better integrate it with the domain of international entrepreneurship research.

This second proposition also leads to opportunities for future research in international entrepreneurship. We suggest that research should examine how international entrepreneurial marketing is linked to the emergence and internationalization of born digitals, as, despite the emergence of these types of firms in the domain of international entrepreneurship recently (Vadana et al., 2019; Monaghan et al., 2020), there is still scant empirical research on their internationalization and on the determinants of their high degrees of digitalization relative to born globals and internationalizing enterprises in general. Research could also focus on how international entrepreneurial marketing impacts the digital marketing choices and strategies of internationalizing enterprises and entrepreneurs in general, since capabilities related to marketing are important enablers of entrepreneurial internationalization (e.g., Bucciari et al., 2020; Jin & Cho, 2018). In addition, how digital marketing capabilities (Herhausen et al., 2020; Wang, 2020) lead international entrepreneurs and their firms to develop digital marketing strategies to enter and grow in international markets is an area of study where empirical research is essential to develop a more comprehensive picture of the digital era of international entrepreneurship in general.

The third proposition we developed posited that greater diversity in the digital environment in which enterprises operate results in increasingly positive effects that international entrepreneurial marketing can have on their degree of customization of international digital marketing strategy. Therefore, it is also highly recommended for future research to conduct qualitative studies to provide empirical evidence on the most critical international digital marketing strategies in different types of international firms, such as smaller entrepreneurial firms, regional firms operating in a less diverse digital environment, and MNCs in foreign countries with more diversity. Future studies can also develop performance measures for the constructs in the framework and examine the international

marketing performance outcomes. Overall, more research is needed to explore the phenomena of digitalization in the international marketing of entrepreneurial firms. The resulting conceptual framework linking the proposition is illustrated in Figure 1.

We also note that the present conceptual study provides potential for extending international entrepreneurship research related to the nature of the phenomenon as collective in nature (Haaja, 2020; Mainela, Puhakka & Sipola, 2018): Marketing cooperation in entrepreneurial clusters can be facilitated by social media (Felzensztein & Gimmon, 2009), thus it would be important for future international entrepreneurship research to also focus on the extent that international entrepreneurial marketing could in some conditions be collective in nature, as the nature of the digital environment is an external factor that typically many firms from a given context or industry sector need to operate in.

The study also offers practical implications for international entrepreneurs, by suggesting that they need to assess the digital environments of the business and markets they operate in. When there is more intensive use of digital tools, channels, and platforms by potential customers, it is recommended that the extent of digitalization in their digital strategy should be greater in international markets. The extent that firms are facing operating environments that are digital in nature can both allow them opportunities to digitalize parts of their value as well as necessitate such development for them to stay competitive. As companies seek to digitalize their operations or are developing their marketing strategies with digital marketing in mind, they should focus on developing international entrepreneurial marketing mindset, as that can underlie the respective efforts in optimal digital marketing strategies as well. Moreover, when the digital environment is more diverse across different countries and customer groups, the present study has suggested a further link to greater degree of customization in the international digital marketing strategy of firms. Thus, developing an increasingly international entrepreneurial marketing mindset, entrepreneurial firms are also able to maintain flexibility in the traditional standardization-adaptation challenges in international marketing (cf. Ryans, Griffith & White, 2003).

Finally, for public policy makers, the study recommends combining efforts to develop digitalization as a society-level development with emphasizing development of international entrepreneurial marketing mindsets in entrepreneurial education. As recent research has shown that digitalizing value chain activities enables entrepreneurial firms to internationalize more rapidly and successfully, public policy should be aimed at supporting companies in their efforts to engage in international entrepreneurial marketing practices. Doing so is expected to strengthen the degree of digitalization in international marketing strategies of firms, which subsequently is linked to increased likelihood that the firms are able to reach international growth. Since support of growth entrepreneurship in particular (as opposed to entrepreneurship aimed at self-employment only) is a priority for most regional and national policy makers, these recommendations can be highly valuable in focusing on the former in society.

In sum, international entrepreneurial marketing has been proposed to be an important area of the future agenda in international entrepreneurship, not least because it is expected to lead to increasingly successful international activities among entrepreneurial firms in general (see Zucchella et al., 2018). In fact, international entrepreneurial marketing can potentially serve as a mediating phenomenon through which firm internal and external characteristics can result in superior international performance (Zucchella et al., 2018, 152). As noted, international entrepreneurship as a field has often been criticized for being fragmented, and thus concepts helping to integrate the empirical studies in the field focusing on different external and internal factors underlying international entrepreneurship can be very helpful in setting the future research agenda in the field. This chapter has argued that the concept of international entrepreneurial marketing can provide such a lens and has developed

propositions to test its applicability in digital international entrepreneurship and international marketing strategy in particular.

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Table 1 Selected definitions of entrepreneurial marketing

Study	Perspective	Definition
Hill & Wright (2000)	First	“...a style of marketing behavior that is driven and shaped by the owner manager’s personality” (p. 25).
Stokes (2000)	First	“...marketing carried out by entrepreneurs or owner-managers of entrepreneurial ventures” (p. 2) ...“The entrepreneurial marketing concept is focused on innovations and the development of ideas in line with an intuitive understanding of market needs” (p. 13).
Bjerke & Hultman (2002)	Third	“...marketing of small firms growing through entrepreneurship” (p. 15).
Morris et al. (2002)	Fourth	“...the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation” (p. 5).
Kraus, Harms & Fink (2010)	Second	“...an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders, and that is characterized by innovativeness, risk-taking, proactiveness, and may be performed without resources currently controlled” (p. 9).
Hills et al. (2010)	Second	“...a spirit, an orientation as well as a process of passionately pursuing opportunities and launching and growing ventures that create perceived customer value through relationships by employing innovativeness, creativity, selling, market immersion, networking, and flexibility” (p. 7).
Mort et al. (2012)	Fourth	“...we adopt the working definition of EM [entrepreneurial marketing] as: the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management and resource leveraging for value creation” (p. 544).
Hallbäck & Gabrielsson (2013)	Fourth	“...we define international entrepreneurial marketing strategy in INVs as the strategic choices concerning the innovativeness and adaptation of marketing to international markets” (p. 1010).

Whalen et al. (2016)	Second	“...a combination of innovative, proactive, and risk-taking activities that create, communicate, and deliver value to and by customers, entrepreneurs, marketers, their partners, and society at large” (p. 3).
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(The label *first* refers to commonalities of entrepreneurship and marketing; *second* refers to entrepreneurship in marketing; *third* refers to marketing in entrepreneurship; and *fourth* refers to entrepreneurial marketing as a unique concept.)

Table 2 Dimensions of entrepreneurial marketing.

Dimension	Definition
Proactive orientation	Addressing the future needs of customers in global markets and bringing changes to influence the marketplace (Blocker et al., 2011).
Opportunity-driven	The recognition and pursuit of opportunities (Morris et al., 2002). Marketing efforts are made to establish new or seek untapped market positions rather than head-to-head competition with other firms.
Customer intensity	Focusing strongly on customers and to interact with individual customers to achieve profitable customer relationships (Ramani & Kumar, 2008).
Innovation-focused	Seeking innovative approaches to marketing that differ from conventional practices for competitive advantage (Hallbäck & Gabrielsson, 2013).
Risk management	Marketing efforts strive to reduce a firm’s vulnerability to and dependence on the external environment and enhance the firm’s flexibility; for instance, through collaboration with other firms (Morris et al., 2002).
Value creation	Exploring new ways and searching unique combinations of resources to create more value for customers (Grönroos & Voima, 2013; Ranjan & Read, 2016).
Resource leveraging	To achieve more with less resource through marketing functions (Morris et al., 2002).